

DD/M&S 73-4734

11 DEC 1973

MEMORANDUM FOR: Director of Training

Rod:

1. On 10 December I met with the seven DD/M&S careerists who attended the most recent running of the Midcareer Course. Such meetings, as I assume you know, have been held by either the DD/M&S or the ADD/M&S for the purpose of obtaining a feedback from the students.

2. I garnered three different types of information from the group, two of which I would like to pass on to you. The third area represented a critique of several DD/M&S Office presentations and, for reasons of discretion, I will quietly mention the words to the appropriate Office Heads.

3. The most interesting insight pertained to having grid management week as an integral part of the Midcareer Course. I have had, from time to time during the last eight or ten months, ideas put forth concerning the deletion of the "grid week". This particular group came forth with the best and most unique definition or justification for maintaining the grid -- or something akin to it -- that I have yet heard. Their point, which was unanimous, is as follows: By virtue of the fact that during the grid individuals are put on teams with representatives from other Directorates, and commence to interact amongst themselves, and then the teams collectively interact amongst themselves at the end of the week, a cohesiveness amongst the total group emerges which then carries on during the remaining five weeks. Fears were expressed that, if such an environment forcing cohesiveness was not present in the first week, there then would be a great tendency for representatives of the four Directorates to hang together on a "clique basis" for the duration of the Course at the expense of having no class solidarity. Stated in other terms they mention that which is absolutely essential is a catalytic setting during the first week which allows interaction between and among members and develops a sense of togetherness. This is an insight I find most unique and also rather valuable. I would be pleased to receive reaction of yourself and your colleagues.

4. The second point stressed was the structuring of the DD/M&S presentation. The point was developed that the DD/M&S total presentation would be greatly enhanced if the DD/M&S, or his representative, spoke first and gave a general over-all explanation of the Directorate mission and highlighted that pertaining to the various responsibilities which he thought most significant. The Offices then would have their individual presentations, including evening panel sessions, and the Directorate presentation would close with the DD/M&S returning for the free give and take of an evening panel session and would be responsive to questions concerning the totality of the Directorate presentation. This would all be done sequentially in one time block. I will now establish my piece and state that it is my opinion that this format is exactly what is needed and should have been done through the years.

5. After you have had a chance to dwell on this and consult with your colleagues, I would like to chat with you a little on the matter.

6. Incidentally, I add one other thing for your own information. Historically I find that there have been criticisms based on the reticence of certain DDO officers to be forthcoming. This particular group with whom I met gave very high marks to [redacted] Chief, SB Division. They mentioned that [redacted] presentation was excellent and that [redacted] did particularly well in the question and answer period.

John F. Blake

John F. Blake
Associate Deputy Director
for
Management and Services

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